2026230640

Source: https://www.industrydocuments.ucsf.edu/docs/frxl0000

APPENDIX N

Resource Allocations

By Program

2026230641

Source: https://www.industrydocuments.ucsf.edu/docs/frxl0000

DIRECT 1990	Proj Tot		Percent Admin	Ard	Bcr	Cad	Chm	Clgdev	Clgtec	Ctsd	Deveng	Fladev	Ped	Phy	STS/TA	Tis	Tobfun	Tobmatl	Tobpf	Ex/Admin
Cost/Benefit Eval		0.50											0.50							
Quant Mod of Market Dynamics		0.20											0.20							
CHEMICAL SENSES	1.85		0.00																	
Electrophysiological Stud		1.60			1.20		0.40													
Trigeminal Stud		0.20			0.20															
Odor Panel		0.00																		
Room Odor Panel		0.00																		
Flav Response/ Chm Aspects		0.00																		
Struct-Act Relationships		0.05													0.05					
MEAS & SENS OF PHY & CHM CHAR	2.50	2.50	0.01	1.50										1.00						
Process Control Sys		0.00																		
BIOLOGICAL	3.20	0.00	0.01																	
Bioconversion		1.55			1.50		0.05													
Antibodies		1.65			1.60		0.05													
Biosensors		0.00																		
COMPUTING SYSTEMS	2.80		0.01																	
Expert Sys & Neural Net		2.80				2.00			0.50				0.20		0.10					
Optical Computing		0.00																		
BASIC ANALYTICAL RESEARCH	1.50	1.50	0.00	1.50																
New Project 1		0.00																		
New Project 2		0.00																		
New Project 3		0.00																		
New Project 4		0.00																		
New Project 5		0.00																		
			1.00																	
Total Support		161.20		28.00	0.00	0.00	28.40	2.70	0.00	0.00	11.00	28.00	0.00	0.00	0.00	0.00	11.00	0.00	9.10	0.00	43.00
Total Direct		415.80		0.00	58.00	52.00	4.60	28.30	11.00	33.00	26.00	0.00	21.00	27.00	39.00	9.00	0.00	15.00	32.90	59.00	0.00
Total Direct & Support		577.00		28.00	58.00	52.00	33.00	31.00	11.00	33.00	37.00	28.00	21.00	27.00	39.00	9.00	11.00	15.00	42.00	59.00	43.00
Allocated Total		0.00																		

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Source: https://www.industrydocuments.ucsf.edu/docs/frxl0000

DIRECT 1991	TOTAL	ADMIN	ARD	BCR	CAD	CHM	CIGDEV	CIGTEC	CTSD	DEVENG	FLADEV	FED	PHY	STS-TA	TIS	TOBFUN	TOBMATL	TOBPF	EX/ADMIN
Membrane Separation	0.45					0.45													
CONSUMER TESTING RESEARCH																			
Regression Based Mod of Lik	1.50											1.50							
Stochastic Discrimination Mo	0.50											0.50							
Cost/Benefit Eval	0.50											0.50							
Quant Mod of Market Dynamics	0.20											0.20							
CHEMICAL SENSES																			
Electrophysiological Stud	0.60			0.60		0.00													
Trigeminal Stud	0.25			0.25															
Odor Panel	0.40					0.40													
Room Odor Panel	0.00																		
Flav Response/ Chm Aspects	0.80		0.50											0.30					
Struct-Act Relationships	0.20			0.20															
MEAS & SENS OF PHY & CHM CHAR																			
Process Control Sys	1.00		1.00																
BIOLOGICAL																			
Bioconversion	3.25		1.00	2.20		0.05													
Antibodies	0.75			0.70		0.05													
Biosensors	1.30			1.30															
COMPUTING SYSTEMS																			
Expert Sys & Neural Net	2.00				2.00														
Optical Computing	0.00																		
BASIC ANALYTICAL RESEARCH	2.00		2.00																
Plant Tissue culture	1.35			1.35															
Processing Plt Sup	0.40			0.00							0.40				0.00		0.00		
Biochemical Processing	0.00														0.00				
Alpha	0.00																		
Primary Improv	4.00																4.00		
Recon Plt Sup	2.90																2.90		
Total Support	142.20	29.00	1.00	0.00	28.00	2.70	0.00	0.00	11.00	16.50	0.00	0.00	0.00	0.00	11.00	0.00	0.00	0.00	43.00
Total Direct	434.80	0.00	57.00	50.00	5.00	25.30	13.00	29.00	26.00	9.50	23.00	28.00	49.00	8.00	0.00	15.00	38.00	59.00	0.00
Total Direct & Support	577.00	29.00	58.00	50.00	33.00	28.00	13.00	29.00	37.00	26.00	23.00	28.00	49.00	8.00	11.00	15.00	38.00	59.00	43.00
	577.00																		
	434.80																		

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Source: https://www.industrydocuments.ucsf.edu/docs/frxl0000

DIRECT 1995	TOTAL	ADMIN	ARD	BCR	CAD	CHM	CIGDEV	CIGTEC	CTSD	DEVENG	FLADEV	PED	PHY	STS-TA	TIS	TOBFUN	TOBMATL	TOBPF	EX/ADMIN
Membrane Separation	4.45					0.45											4.00		
CONSUMER TESTING RESEARCH																			
Regression Based Mod of Lik	1.50											1.50							
Stochastic Discrimination Mo	0.50											0.50							
Cost/Benefit Eval	0.50											0.50							
Quant Mod of Market Dynamics	0.20											0.20							
CHEMICAL SENSES																			
Electrophysiological Stud	1.00			1.00		0.00													
Trigeminal Stud	1.00			1.00															
Odor Panel	0.40					0.40													
Room Odor Panel	0.00																		
Flav Response/ Chm Aspects	5.80		3.00	1.00		1.00								0.80					
Struct-Act Relationships	2.00			1.00		1.00													
MEAS & SENS OF PHY & CHM CHAR																			
Process Control Sys	1.00		1.00																
BIOLOGICAL																			
Bioconversion	2.05		1.00	1.00		0.05													
Antibodies	1.05			1.00		0.05													
Biosensors	4.00		1.00	3.00															
COMPUTING SYSTEMS	0.00																		
Expert Sys & Neural Net	2.00				2.00														
Optical Computing	0.00																		
BASIC ANALYTICAL RESEARCH	3.00		3.00																
Plant Tissue Culture	2.00			2.00															
Processing Plant Sup	0.60			0.00							0.60				0.00		0.00		
Biochemical Processing	2.00			2.00											0.00				
Alpha	5.00												5.00						
Primary Improvment	3.00																3.00		
Recon Plant Sup	4.50																4.50		
Total Support	151.70	29.00	1.00	0.00	28.00	2.70	0.00	0.00	11.00	26.00	0.00	0.00	0.00	0.00	11.00	0.00	0.00	0.00	43.00
Total Direct	454.30	0.00	63.00	54.00	5.00	28.30	15.00	31.00	26.00	0.00	29.00	30.00	53.00	8.00	0.00	15.00	38.00	59.00	0.00
Total Direct & Support	606.00	29.00	64.00	54.00	33.00	31.00	15.00	31.00	37.00	26.00	29.00	30.00	53.00	8.00	11.00	15.00	38.00	59.00	43.00
	606.00																		
	454.30																		

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Source: https://www.industrydocuments.ucsf.edu/docs/frxl0000

DIRECT 1994	TOTAL	ADMIN	ARD	BCR	CAD	CHM	CIGDEV	CIGTEC	CTSD	DEVENG	FLADEV	PED	PHY	STS-TA	TIS	TOBFUN	TOBMATL	TOBPF	EX/ADMIN
Membrane Separation	1.45					0.45											1.00		
CONSUMER TESTING RESEARCH																			
Regression Based Mod of Lik	1.50											1.50							
Stochastic Discrimination Mo	0.50											0.50							
Cost/Benefit Eval	0.50											0.50							
Quant Mod of Market Dynamics	0.20											0.20							
CHEMICAL SENSES																			
Electrophysiological Stud	1.00			1.00		0.00													
Trigeminal Stud	1.00			1.00															
Odor Panel	0.40					0.40													
Room Odor Panel	0.00																		
Flav Response/ Chm Aspects	4.90		2.50	1.00		1.00								0.40					
Struct-Act Relationships	2.00			1.00		1.00													
MEAS & SENS OF PHY & CHM CHAR																			
Process Control Sys	1.00		1.00																
BIOLOGICAL																			
Bioconversion	2.05		1.00	1.00		0.05													
Antibodies	1.05			1.00		0.05													
Biosensors	3.50		0.50	3.00															
COMPUTING SYSTEMS																			
Expert Sys & Neural Net	2.00				2.00														
Optical Computing	0.00																		
BASIC ANALYTICAL RESEARCH	2.50		2.50																
Plant Tissue Culture	2.00			2.00															
Processing Plant Sup	0.50			0.00							0.50				0.00		0.00		
Biochemical Processing	2.00			2.00											0.00				
Alpha	0.00																		
Primary Improvment	2.30																2.30		
Recon Plant Sup	4.50																4.50		
Total Support	151.70	29.00	1.00	0.00	28.00	2.70	0.00	0.00	11.00	26.00	0.00	0.00	0.00	0.00	11.00	0.00	0.00	0.00	43.00
Total Direct	450.30	0.00	63.00	53.00	5.00	28.30	14.00	31.00	26.00	0.00	28.00	29.00	53.00	8.00	0.00	15.00	38.00	59.00	0.00
Total Direct & Support	602.00	29.00	64.00	53.00	33.00	31.00	14.00	31.00	37.00	26.00	28.00	29.00	53.00	8.00	11.00	15.00	38.00	59.00	43.00
	602.00																		
	450.30																		

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Source: https://www.industrydocuments.ucsf.edu/docs/frxl0000

DIRECT 1991	TOTAL	ADMIN	ARD	BCR	CAD	CHM	CIGDEV	CIGTEC	CTSD	DEVENG	FLADEV	PED	PHY	STS-TA	TIS	TOBFUN	TOBMATL	TOBPF EX/ADMIN
OPERATIONS SUPPORT									0.00									
Adhesives	2.60		2.00								0.20							0.40
Cigarette Monitoring	1.20						0.50		0.50		0.10							0.10
Materials Evaluation	5.20		3.50			0.05	0.25	0.00						0.20				1.20
Customer Complaints-T/O/S	1.90		1.00					0.70			0.10			0.10				
Flavor Dev/Analytical Sup	1.40										0.20			0.10				1.10
Marlboro Standardization	5.75		1.00				0.25		3.00		1.00							0.50
Alt Humectants/Preserv	1.55			1.25							0.10							0.20
Micro Quality Improv	4.20			4.10														0.10
Monogram Inks	1.00												1.00					
Packaging - Inks & Solvents	3.95		1.00					2.75			0.20							
Semiworks Support	17.10								2.00		0.10							15.00
Burley Spray/Dry Flavors	0.40										0.10							0.30
Flavor Specs/Certs	2.30		1.50								0.60			0.20				
ETS Studies	1.10		1.00											0.10				
Entomological Support	5.30		1.00	4.30														
Project Warhol	0.00			0.00														
Engineering Stud/Methods	3.00		2.50						0.50		0.00							
Recon Sheet Certification	0.00										0.00							
Cooperative Leaf Studies	2.00		1.50			0.50												
Environmental Issues	6.00		4.50	1.00							0.30			0.10				0.10
PROJECT TOMORROW	15.45		1.00		0.20	0.35	2.00	1.25	0.50	0.20	1.25		6.50	0.20				2.00
OPTICAL PROCESSING	6.35									0.20			6.00					0.15
NEW EXPANSION PROCESS	36.95		3.00		0.20					3.50	0.85		8.00	0.70		11.70	7.00	2.00
CAST LEAF RCB PROCESS	13.80		2.00						0.50	0.80	0.70			0.40			8.40	1.00
PROJECT ART									0.00									
Art Sup of Current proc	19.60		3.00	0.25		1.05	1.00	0.25	1.00	0.40	0.25		0.50				3.20	8.70
Art Process Development	17.25		4.00	0.40	0.20	1.05				1.10	1.00		0.50				9.00	
Art Total																		
PROJECT BETA	28.75		2.00		0.40	0.10				1.70	0.25		21.00			3.30		
PROJECT SIGMA	1.00							0.10			0.00							0.90
TSNA	18.50			18.40		0.10												
LBA	11.20		0.50	10.40		0.10								0.20				
REDUCED SS/PAPER TECH	36.85		6.50	1.10	0.20	13.00	0.25	11.25			0.60			1.00				2.95
PROJECT AMBROSIA/ASH TRAY ODOR	8.25		2.00	0.10		2.10	1.75	1.00			1.00			0.10				0.20
PROJECT PACT	2.70									0.40			0.50	0.80			1.00	
LOW TAR/HIGH FLAVOR	10.60		1.00	1.50		0.95	2.00	1.00	0.50		2.35						0.50	0.80
FILTER RESEARCH	0.00										0.00							0.00
Domestic	5.55		0.50		0.20	0.05		3.00	0.50		0.30		0.50					0.50
International	1.50							1.50			0.00							
DOMESTIC PRODUCT DEVELOPMENT	61.20		1.00		0.30		4.00	1.75	14.00		4.15	24.30		0.90			1.00	9.80
INTERNATIONAL PRODUCT SUPPORT	0.00																0.00	0.00
PM USA	17.80		1.50		0.30	0.20		1.50	2.00		2.00	1.00					0.50	8.80
PM PI	41.00						15.00		22.00		2.00	2.00						
PROJECT NATURAL	1.50						0.50				0.20							0.80
INGREDIENTS	2.80			0.20										2.60				
MENTHOL	5.90					0.90	0.50	0.30	0.50	1.20	2.00						0.50	
REDUCED TAR & NICOTINE INTL	1.70							0.50	0.50		0.20							0.50
SELECTIVE FILTRATION	2.40		1.50					0.40					0.50					
NEW PACKAGING CONCEPTS	0.20							0.20										
PROCESS DEV STUDIES	2.00							1.10								0.00		0.90
COMBUSTION RESEARCH																		
Mass Burn Control	1.10					0.10							1.00					
Pyrolysis Temp Control	0.00																	
FLAVORS																		
Thermal Flavor Release	3.35		0.50			1.60		0.25			1.00							
Flavor Formation Studies	1.20					0.20					1.00							
Fragrances	0.25					0.20					0.05							
Volatile Flavors	0.85					0.40					0.45							
AEROSOLS																		
Formation Mechanisms	4.55				1.00	1.35		0.20					2.00					
Short Lived Aerosols	1.00												1.00					
SELECTIVE SEPARATIONS																		
Supercritical Technology	2.40		2.00	0.40														

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DIRECT 1993	TOTAL	ADMIN	ARD	BCR	CAD	CHM	CIGDEV	CIGTEC	CTSD	DEVENG	FLADEV	FED	PHY	STS-TA	TIS	TOBFUN	TOBMATL	TOBPF	EX/ADMIN
Membrane Separation	0.45					0.45													
CONSUMER TESTING RESEARCH																			
Regression Based Mod of Lik	1.50											1.50							
Stochastic Discrimination Mo	0.50											0.50							
Cost/Benefit Eval	0.50											0.50							
Quant Mod of Market Dynamics	0.20											0.20							
CHEMICAL SENSES																			
Electrophysiological Stud	1.00			1.00		0.00													
Trigeminal Stud	1.00			1.00															
Odor Panel	0.40					0.40													
Room Odor Panel	0.00																		
Flav Response/ Chm Aspects	3.50		2.00	1.00										0.50					
Struct-Act Relationships	1.00			1.00															
MEAS & SENS OF PHY & CHM CHAR																			
Process Control Sys	1.00		1.00																
BIOLOGICAL																			
Bioconversion	2.05		1.00	1.00		0.05													
Antibodies	1.05			1.00		0.05													
Biosensors	3.00			3.00															
COMPUTING SYSTEMS																			
Expert Sys & Neural Net	2.00				2.00														
Optical Computing	0.00																		
BASIC ANALYTICAL RESEARCH	2.00		2.00																
Plant Tissue Culture	2.00			2.00															
Processing Plt Sup	0.50			0.00							0.50				0.00		0.00		
Biochemical Processing	1.00			1.00											0.00				
Alpha	0.00																		
Primary Improv	2.00																2.00		
Recon Plt Sup	3.00																3.00		
Total Support	151.70	29.00	1.00	0.00	28.00	2.70	0.00	0.00	11.00	26.00	0.00	0.00	0.00	0.00	11.00	0.00	0.00	0.00	43.00
Total Direct	446.30	0.00	63.00	52.00	5.00	27.30	14.00	31.00	26.00	0.00	27.00	29.00	52.00	8.00	0.00	15.00	38.00	59.00	0.00
Total Direct & Support	598.00	29.00	64.00	52.00	33.00	30.00	14.00	31.00	37.00	26.00	27.00	29.00	52.00	8.00	11.00	15.00	38.00	59.00	43.00
	598.00																		
	446.30																		

2026230649

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DIRECT 1992	TOTAL	ADMIN	ARD	BCR	CAD	CHM	CIGDEV	CIGTEC	CTSD	DEVENG	FLADEV	PED	PHY	STS-TA	TIS	TOBFUN	TOBMATL	TOBPF EX/ADMIN	
NEW PACKAGING CONCEPTS	0.20							0.20											
PROCESS DEV STUDIES	2.00							1.10								0.00		0.90	
COMBUSTION RESEARCH			0.00																
Mass Burn Control	1.10					0.10							1.00						
Pyrolysis Temp Control	2.00		1.00			1.00													
FLAVORS																			
Thermal Flavor Release	3.85		1.00			1.60		0.25			1.00								
Flavor Formation Studies	1.20					0.20					1.00								
Fragrances	0.25					0.20					0.05								
Volatile Flavors	0.85					0.40					0.45								
AEROSOLS																			
Formation Mechanisms	4.55				1.00	1.35		0.20					2.00						
Short Lived Aerosols	1.00												1.00						
SELECTIVE SEPARATIONS																			
Supercritical Technology	3.10		3.00	0.10															
Membrane Separation	0.45					0.45													
CONSUMER TESTING RESEARCH																			
Regression Based Mod of Lik	1.50											1.50							
Stochastic Discrimination Mo	0.50											0.50							
Cost/Benefit Eval	0.50											0.50							
Quant Mod of Market Dynamics	0.20											0.20							
CHEMICAL SENSES																			
Electrophysiological Stud	1.00			1.00		0.00													
Trigeminal Stud	0.75			0.75															
Odor Panel	0.40					0.40													
Room Odor Panel	0.00																		
Flav Response/ Chm Aspects	1.80		1.00	0.50										0.30					
Struct-Act Relationships	0.50			0.50															
MEAS & SENS OF PHY & CHM CHAR																			
Process Control Sys	1.00		1.00																
BIOLOGICAL																			
Bioconversion	3.05		1.00	2.00		0.05													
Antibodies	1.05			1.00		0.05													
Biosensors	2.00			2.00															
COMPUTING SYSTEMS																			
Expert Sys & Neural Net	2.00				2.00														
Optical Computing	0.00																		
BASIC ANALYTICAL RESEARCH	2.00		2.00																
Plant Tissue Culture	2.00			2.00															
Processing Plt Sup	0.50			0.00							0.50				0.00		0.00		
Biochemical Processing	0.00														0.00				
Alpha	0.00																		
Primary Improv	3.00																3.00		
Recon Plt Sup	1.90																1.90		
Total Support	143.60	29.00	1.00	0.00	28.00	2.70	0.00	0.00	11.00	17.90	0.00	0.00	0.00	0.00	11.00	0.00	0.00	0.00	43.00
Total Direct	445.40	0.00	60.00	51.00	5.00	27.30	13.00	31.00	26.00	8.10	25.00	28.00	51.00	8.00	0.00	15.00	38.00	59.00	0.00
Total Direct & Support	589.00	29.00	61.00	51.00	33.00	30.00	13.00	31.00	37.00	26.00	25.00	28.00	51.00	8.00	11.00	15.00	38.00	59.00	43.00
	589.00																		

2026230647

Source: https://www.industrydocuments.ucsf.edu/docs/frxl0000

DIRECT 1992	TOTAL	ADMIN	ARD	BCR	CAD	CHM	CIGDEV	CIGTEC	CTSD	DEVENG	FLADEV	PED	PHY	STS-TA	TIS	TOBFUN	TOBMATL	TOBPF EX/ADMIN
OPERATIONS SUPPORT									0.00									
Adhesives	4.60		4.00								0.20							0.40
Cigarette Monitoring	1.20						0.50		0.50		0.10							0.10
Materials Evaluation	5.20		3.50			0.05	0.25	0.00						0.20				1.20
Customer Complaints-T/O/S	1.90		1.00					0.70			0.10			0.10				
Flavor Dev/Analytical Sup	1.90										0.70			0.10				1.10
Marlboro Standardization	5.75		1.00				0.25		3.00		1.00							0.50
Alt Humectants/Preserv	0.30			0.00							0.10							0.20
Micro Quality Improv	6.10			6.00														0.10
Monogram Inks	0.00																	
Packaging - Inks & Solvents	3.95		1.00					2.75			0.20							
Semiworks Support	17.10								2.00		0.10							15.00
Burley Spray/Dry Flavors	0.40										0.10							0.30
Flavor Specs/Certs	1.30		0.50								0.60			0.20				
ETS Studies	1.10		1.00											0.10				
Entomological Support	4.20		1.00	3.20														
Project Warhol	0.00			0.00														
Engineering Stud/Methods	3.00		2.50						0.50		0.00							
Recon Sheet Certification	0.00										0.00							
Cooperative Leaf Studies	2.00		1.50			0.50												
Environmental Issues	12.85		5.00	1.50		1.00			1.00		0.30		1.00	0.30		1.50	1.00	0.25
PROJECT TOMORROW	17.95		2.00		0.20	0.35	2.50	1.50	0.50	0.20	1.50		7.00	0.20		1.00		1.00
OPTICAL PROCESSING	6.50									0.20			6.00					0.30
NEW EXPANSION PROCESS	28.30		3.00		0.20					3.50	0.60		6.00	0.80		8.20	4.00	2.00
CAST LEAF RCB PROCESS	21.25		2.00						1.00	0.80	0.50			0.50			15.60	0.85
PROJECT ART									0.00									
Art Sup of Current proc	9.40		0.00	0.00		0.00	0.50	0.25	0.00	0.40	0.25						0.50	7.50
Art Process Development	16.85		3.00	0.50	0.20	1.05				1.10	1.00						10.00	
Art Total																		
PROJECT BETA	33.50		3.00		0.40	0.10				0.70	1.00		25.00			3.30		
PROJECT SIGMA	0.80							0.00			0.00							0.80
TSNA	18.45		0.50	17.85		0.10												
LBA	9.80		0.50	9.00		0.10								0.20				
REDUCED SS/PAPER TECH	36.35		6.00	1.50	0.20	12.00	0.25	12.25			0.25			1.00				2.90
PROJECT AMBROSIA/ASH TRAY ODOR	8.65		2.50	0.10		2.10	1.75	1.00			0.80			0.10				0.30
PROJECT PACT	0.60									0.00				0.60			0.00	
LOW TAR/HIGH FLAVOR	9.20		1.00	1.00		0.95	2.00	1.00	0.00		2.35							0.90
FILTER RESEARCH	0.00																	0.00
Domestic	7.30		0.50		0.20	1.10		3.00	0.50		0.30		1.00					0.70
International	1.50							1.50			0.00							
DOMESTIC PRODUCT DEVELOPMENT	63.60		1.00		0.30		3.75	2.00	14.00		4.55	24.30		0.90		1.00	1.00	10.80
INTERNATIONAL PRODUCT SUPPORT	0.00																0.00	0.00
PM USA	20.05		1.50		0.30	0.20		1.75	2.00		3.00	1.00					0.50	9.80
PM PI	41.00						15.00		22.00		2.00	2.00						
PROJECT NATURAL	1.30						0.50				0.20							0.60
INGREDIENTS	2.90			0.50										2.40				
MENTHOL	6.15					0.90	0.75	0.30	0.50	1.20	2.00						0.50	
REDUCED TAR & NICOTINE INTL	1.70							0.50	0.50		0.20							0.50
SELECTIVE FILTRATION	4.25		1.50			1.00		0.75					1.00					

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DIRECT 1995	TOTAL	ADMIN	ARD	BCR	CAD	CHM	CIGDEV	CIGTEC	CTSD	DEVENG	FLADEV	PED	PHY	STS-TA	TIS	TOBFUN	TOBMATL	TOBPF EX/ADMIN
OPERATIONS SUPPORT									0.00									
Adhesives	3.60		3.00								0.20							0.40
Cigarette Monitoring	1.20						0.50		0.50		0.10							0.10
Materials Evaluation	4.70		3.00			0.05	0.25	0.00						0.20				1.20
Customer Complaints-T/O/S	2.00		1.00					0.70			0.10			0.20				
Flavor Dev/Analytical Sup	2.65										1.45			0.10				1.10
Marlboro Standardization	5.75		1.00				0.25		3.00		1.00							0.50
Alt Humectants/Preserv	0.30			0.00							0.10							0.20
Micro Quality Improv	7.10			7.00														0.10
Monogram Inks	0.00																	
Packaging - Inks & Solvents	4.85		2.00					2.50			0.35							
Semiworks Support	17.10								2.00		0.10							15.00
Burley Spray/Dry Flavors	0.80										0.50							0.30
Flavor Specs/Certs	1.30		0.50								0.60			0.20				
ETS Studies	1.60		1.50											0.10				
Entomological Support	3.70		0.50	3.20														
Project Warhol	0.00			0.00														
Engineering Stud/Methods	4.00		2.50						0.50		1.00							
Recon Sheet Certification	0.00										0.00							
Cooperative Leaf Studies	2.00		1.50			0.50												
Environmental Issues	23.95		7.50	2.20		3.00	1.00		1.00		0.50		3.00	0.50		2.50	2.00	0.75
PROJECT TOMORROW	15.80		1.00		0.20	0.35	2.00	1.50	0.50		0.00		6.00			3.50		0.75
OPTICAL PROCESSING	7.30												7.00					0.30
NEW EXPANSION PROCESS	12.20		2.00		0.20						0.60		3.00	1.20		4.20	0.00	1.00
CAST LEAF RCB PROCESS	15.65		2.50						1.00		0.00			0.80			10.50	0.85
PROJECT ART									0.00									
Art Sup of Current proc	6.30		0.00	0.00		0.00	0.50	0.00	0.00		0.10						0.00	5.70
Art Process Development	6.35		1.00	0.00	0.20	1.05					0.10						4.00	
Art Total																		
PROJECT BETA	32.05		6.00	1.00	0.40	0.10					1.25		20.00			3.30		
PROJECT SIGMA	0.70							0.00			0.00							0.70
TSNA	12.50			11.40		0.10							1.00					
LBA	12.80		0.50	12.00		0.10								0.20				
REDUCED SS/PAPER TECH	33.50		5.50	3.00	0.20	10.00	0.50	12.75			0.25			0.30				1.00
PROJECT AMBROSIA/ASH TRAY ODOR	2.15		0.00	0.00		0.00	0.50	1.00			0.25							0.40
PROJECT PACT	0.00																0.00	
LOW TAR/HIGH FLAVOR	9.85		1.50	0.50		0.95	1.00	1.00	0.00		3.00							1.90
FILTER RESEARCH	0.00																	0.00
Domestic	7.30		0.50		0.20	1.10		3.00	0.50		0.30		1.00					0.70
International	1.50							1.50			0.00							
DOMESTIC PRODUCT DEVELOPMENT	70.95		1.00		0.30		8.00	2.00	14.00		5.05	26.30		1.00		1.50	1.00	10.80
INTERNATIONAL PRODUCT SUPPORT																	0.00	0.00
PM USA	25.05		1.50		0.30	0.20		1.75	2.00		5.00	1.00					0.50	12.80
PM PI	41.00						15.00		22.00		2.00	2.00						
PROJECT NATURAL	0.70					-					0.00							0.70
INGREDIENTS	3.10			0.70										2.40				
MENTHOL	5.70					0.90	0.50	0.30	0.50		3.00						0.50	
REDUCED TAR & NICOTINE INTL	1.60							0.50	0.50		0.00							0.60
SELECTIVE FILTRATION	6.75		1.00			2.00		0.75					3.00					
NEW PACKAGING CONCEPTS	0.20							0.20										
PROCESS DEV STUDIES	2.25							1.10								0.00		1.15
COMBUSTION RESEARCH			0.00															
Mass Burn Control	0.10					0.10												
Pyrolysis Temp Control	2.10		1.00			1.10												
FLAVORS																		
Thermal Flavor Release	4.20		1.00			1.60		0.25			1.35							
Flavor Formation Studies	1.55					0.20					1.35							
Fragrances	0.25					0.20					0.05							
Volatile Flavors	1.15					0.40					0.75							
AEROSOLS																		
Formation Mechanisms	3.55				1.00	1.35		0.20					1.00					
Short Lived Aerosols	3.00												3.00					
SELECTIVE SEPARATIONS																		
Supercritical Technology	12.00		4.00	0.00													8.00	

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DIRECT 1990	Proj Tot		Percent Admin	Ard	Bcr	Cad	Chm	Cigdev	Cigtec	Ctsd	Deveng	Fladev	Fed	Phy	STS/TA	Tis	Tobfun	Tobmatl	Tobpf	Ex/Admin
OPERATIONS SUPPORT	63.35		0.15						0.00											
Cigarette Monitoring		1.53		0.50				0.03		0.50										0.5
Materials Evaluation		8.28		4.00			0.05	0.03	3.00	0.00										1.2
Customer Complaints-T/O/S		1.83		1.00				0.03	0.70			0.10								
Flavor Dev/Analytical Sup		1.83						0.03				0.60			0.10					1.1
Alt Humectants/Preserv		5.28		0.50	4.35			0.03				0.10						0.10		0.2
Micro Quality Improv		2.68			2.55			0.03												0.1
Env Compliance/Mono Inks		3.88						0.03						3.00	0.75					0.1
Semiworks Support		17.13						0.03		2.00		0.10								15
Burley Spray/Dry Flavors		0.53						0.03				0.10						0.10		0.3
Flavor Specs/Certs		7.03		3.00				0.03		3.00		0.50								0.5
Environmental Tob Smok		2.03		2.00				0.03												
Entomological Support		6.28		2.00	4.25			0.03												
Project Warhol		0.73		0.50				0.03										0.20		
Engineering Stud/Methods		2.03		1.50				0.03		0.50										
Recon Sheet Certification		0.73		0.50				0.03				0.10						0.10		
Cooperative Leaf Studies		1.53		1.00			0.50	0.03												
PROJECT TOMORROW	7.60	7.60	0.02				0.35	1.00	0.55	0.50				2.50	0.00			0.70		2
OPTICAL PROCESSING	5.75	5.75	0.01											5.50	0.10					0.15
NEW EXPANSION PROCESS	23.15	23.15	0.06	1.00		0.20						0.85		5.00	0.60		9.00	4.50		2
CAST SHEET RCB PROCESS	9.40	9.40	0.02	1.50					0.30	0.50		0.70			0.60			4.80		1
PROJECT ART	48.65		0.12																	
Art Sup of Current proc		28.22		5.50	1.60		1.05	1.00	0.60	1.00		1.37		1.50				5.90		8.7
Art Process Development		20.43		10.00		0.30	1.05					1.38						7.70		
Art Total		0.00																		
PROJECT DELTA/SIGMA/BETA	35.80	35.80	0.09	0.50		0.50	0.10		11.00			2.50		13.00	1.80		5.20	0.30		0.9
TSNA	19.20	19.20	0.05		19.10		0.10													
LBA	14.35	14.35	0.03	0.50	13.75		0.10													
REDUCED SS/PAPER TECH	36.65	36.65	0.09	7.00	1.10		16.00	0.50	4.05			0.75		1.00	0.90			2.40		2.95
PROJECT AMBROSIA/ASH TRAY ODOR	7.35	7.35	0.02	1.00	0.20		2.10	1.50	1.00			0.75			0.10		0.50			0.2
PROJECT PACT	2.80	2.80	0.01	1.00											0.80			1.00		
LOW TAR/HIGH FLAVOR	9.35	9.35	0.02	1.00	0.60		0.95	2.00	1.50	0.50		2.00								0.8
FILTER RESEARCH	8.45		0.02																	
Domestic		6.95		0.50			0.05		3.00	0.50		0.30		1.50				0.60		0.5
International		1.50							1.50											
DOMESTIC PRODUCT DEVELOPMENT	58.55	58.55	0.14	0.50		0.30		3.25	1.85	14.00		3.05	23.30		1.00			1.50		9.8
INTERNATIONAL PRODUCT SUPPORT	62.05																			
PM USA		17.05	0.04	1.50		0.30	0.20		1.30	2.00		1.95	1.00							8.8
PM PI		45.00						19.00		22.00		2.00	2.00							
PROJECT NATURAL	1.50	1.50	0.00					0.50				0.20								0.8
INGREDIENTS	2.00	2.00	0.00												2.00					
ENVIRONMENTAL ISSUES	5.55	5.55	0.01	5.00				0.25				0.20			0.10					
MENTHOL	6.00	6.00	0.01				0.90	0.50	0.30	0.50		1.00		0.50			0.30	2.00		
REDUCED TAR & NICOTINE INTL	1.70	1.70	0.00						0.50	0.50		0.20								0.5
SELECTIVE FILTRATION	1.40	1.40	0.00						0.40					1.00						
NEW PACKAGING CONCEPTS	0.20	0.20	0.00						0.20											
PROCESS DEV STUDIES	1.90	1.90	0.00															1.00		0.9
COMBUSTION RESEARCH	0.60		0.00																	
Mass Burn Control		0.60					0.10							0.50						
Pyrolysis Temp Control		0.00																		
FLAVORS	6.05		0.01																	
Thermal Flavor Release		3.09		1.00			1.44		0.45			0.20								
Flavor Formation Studies		1.32					0.32					1.00								
Fragrances		0.52					0.32					0.20								
Volatile Flavors		1.12					0.32					0.80								
AEROSOLS	4.65		0.01																	
Formation Mechanisms		3.65				1.00	1.35		0.30					1.00						
Short Lived Aerosols		1.00												1.00						
SELECTIVE SEPARATIONS	2.45		0.01																	
Supercritical Technology		2.00		1.00										1						
Membrane Separation		0.45					0.45													
CONSUMER TESTING RESEARCH	2.50		0.01																	
Regression Based Mod of Lik		1.50											1.50							
Stochastic Discrimination Mo		0.30											0.30							

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Source: https://www.industrydocuments.ucsf.edu/docs/frxl0000

DIRECT 1994	TOTAL	ADMIN	ARD	BCR	CAD	CHM	CIGDEV	CIGTEC	CTSD	DEVENG	FLADEV	PED	PHY	STS-TA	TIS	TOBFUN	TOBMATL	TOBPF EX/ADMIN
OPERATIONS SUPPORT									0.00									
Adhesives	3.60		3.00								0.20							0.40
Cigarette Monitoring	1.20						0.50		0.50		0.10							0.10
Materials Evaluation	4.70		3.00			0.05	0.25	0.00						0.20				1.20
Customer Complaints-T/O/S	2.00		1.00					0.70			0.10			0.20				
Flavor Dev/Analytical Sup	2.65										1.45			0.10				1.10
Marlboro Standardization	5.75		1.00				0.25		3.00		1.00							0.50
Alt Humectants/Preserv	0.30			0.00							0.10							0.20
Micro Quality Improv	7.10			7.00														0.10
Monogram Inks	0.00																	
Packaging - Inks & Solvents	3.85		1.00					2.50			0.35							
Semiworks Support	17.10								2.00		0.10							15.00
Burley Spray/Dry Flavors	0.80										0.50							0.30
Flavor Specs/Certs	1.30		0.50								0.60			0.20				
ETS Studies	1.60		1.50											0.10				
Entomological Support	3.70		0.50	3.20														
Project Warhol	0.00			0.00														
Engineering Stud/Methods	4.00		2.50						0.50		1.00							
Recon Sheet Certification	0.00										0.00							
Cooperative Leaf Studies	2.00		1.50			0.50												
Environmental Issues	20.45		6.00	2.20		2.00	1.00		1.00		0.50		2.00	0.50		2.50	2.00	0.75
PROJECT TOMORROW	21.80		3.00		0.20	0.35	3.50	1.50	0.50		0.50		8.00			3.50		0.75
OPTICAL PROCESSING	7.30												7.00					0.30
NEW EXPANSION PROCESS	13.70		2.50		0.20						0.60		3.00	1.20		4.20	1.00	1.00
CAST LEAF RCB PROCESS	16.45		2.50						1.00		0.10			0.80			11.20	0.85
PROJECT ART									0.00									
Art Sup of Current proc	6.30		0.00	0.00		0.00	0.50	0.00	0.00		0.10						0.00	5.70
Art Process Development	12.35		2.00	0.00	0.20	1.05					0.10						9.00	
Art Total																		
PROJECT BETA	37.05		6.00	1.00	0.40	0.10					1.25		25.00			3.30		
PROJECT SIGMA	0.70							0.00			0.00							0.70
TSNA	12.00		0.50	10.40		0.10							1.00					
LBA	12.80		0.50	12.00		0.10								0.20				
REDUCED SS/PAPER TECH	35.70		5.50	3.00	0.20	11.00	0.50	12.75			0.25			0.50				2.00
PROJECT AMBROSIA/ASH TRAY ODOR	4.50		1.00	0.00		1.10	0.50	1.00			0.50			0.00				0.40
PROJECT PACT	0.20													0.20			0.00	
LOW TAR/HIGH FLAVOR	9.85		1.50	0.50		0.95	1.00	1.00	0.00		3.00							1.90
FILTER RESEARCH	0.00																	0.00
Domestic	7.30		0.50		0.20	1.10		3.00	0.50		0.30		1.00					0.70
International	1.50							1.50			0.00							
DOMESTIC PRODUCT DEVELOPMENT	67.45		1.00		0.30		5.50	2.00	14.00		5.05	25.30		1.00		1.50	1.00	10.80
INTERNATIONAL PRODUCT SUPPORT	0.00																0.00	0.00
PM USA	23.30		1.50		0.30	0.20		1.75	2.00		4.25	1.00					0.50	11.80
PM PI	41.00						15.00		22.00		2.00	2.00						
PROJECT NATURAL	0.70										0.00							0.70
INGREDIENTS	3.10			0.70										2.40				
MENTHOL	5.20					0.90	0.50	0.30	0.50		2.50						0.50	
REDUCED TAR & NICOTINE INTL	1.60							0.50	0.50		0.00							0.60
SELECTIVE FILTRATION	4.75		1.00			1.00		0.75					2.00					
NEW PACKAGING CONCEPTS	0.20							0.20										
PROCESS DEV STUDIES	2.25							1.10								0.00		1.15
COMBUSTION RESEARCH			0.00															
Mass Burn Control	1.10					0.10							1.00					
Pyrolysis Temp Control	2.00		1.00			1.00												
FLAVORS																		
Thermal Flavor Release	3.95		1.00			1.60		0.25			1.10							
Flavor Formation Studies	1.30					0.20					1.10							
Fragrances	0.25					0.20					0.05							
Volatile Flavors	1.15					0.40					0.75							
AEROSOLS																		
Formation Mechanisms	3.55				1.00	1.35		0.20					1.00					
Short Lived Aerosols	2.00												2.00					
SELECTIVE SEPARATIONS																		
Supercritical Technology	8.00		3.00	0.00													5.00	

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Source: https://www.industrydocuments.ucsf.edu/docs/frxl0000

DIRECT 1993	TOTAL	ADMIN	ARD	BCR	CAD	CHM	CIGDEV	CIGTEC	CTSD	DEVENG	FLADEV	PED	PHY	STS-TA	TIS	TOBFUN	TOBMATL	TOBPF EX/ADMIN
OPERATIONS SUPPORT									0.00									
Adhesives	4.60		4.00								0.20							0.40
Cigarette Monitoring	1.20						0.50		0.50		0.10							0.10
Materials Evaluation	4.70		3.00			0.05	0.25	0.00						0.20				1.20
Customer Complaints-T/O/S	1.90		1.00					0.70			0.10			0.10				
Flavor Dev/Analytical Sup	2.45										1.25			0.10				1.10
Marlboro Standardization	5.75		1.00				0.25		3.00		1.00							0.50
Alt Humectants/Preserv	0.30			0.00							0.10							0.20
Micro Quality Improv	7.10			7.00														0.10
Monogram Inks	0.00																	
Packaging - Inks & Solvents	3.85		1.00					2.50			0.35							
Semiworks Support	17.10								2.00		0.10							15.00
Burley Spray/Dry Flavors	0.80										0.50							0.30
Flavor Specs/Certs	1.30		0.50								0.60			0.20				
ETS Studies	1.60		1.50											0.10				
Entomological Support	3.70		0.50	3.20														
Project Warhol	0.00			0.00														
Engineering Stud/Methods	3.20		2.50						0.50		0.20							
Recon Sheet Certification	0.00										0.00							
Cooperative Leaf Studies	2.00		1.50			0.50												
Environmental Issues	16.65		5.50	1.50		1.00	1.00		1.00		0.50		1.00	0.40		2.00	2.00	0.75
PROJECT TOMORROW	19.50		2.00		0.20	0.35	3.00	1.50	0.50		1.00		8.00	0.20		2.00		0.75
OPTICAL PROCESSING	6.30												6.00					0.30
NEW EXPANSION PROCESS	20.00		3.00		0.20						0.60		5.00	1.00		6.20	3.00	1.00
CAST LEAF RCB PROCESS	19.45		2.50						1.00		0.50			0.60			14.00	0.85
PROJECT ART									0.00									
Art Sup of Current proc	6.95		0.00	0.00		0.00	0.50	0.00	0.00		0.25						0.50	5.70
Art Process Development	14.75		2.50	0.50	0.20	1.05					0.50						10.00	
Art Total																		
PROJECT BETA	36.05		5.00	1.00	0.40	0.10					1.25		25.00			3.30		
PROJECT SIGMA	0.70							0.00			0.00							0.70
TSNA	13.70		1.00	12.60		0.10												
LBA	9.80		0.50	9.00		0.10								0.20				
REDUCED SS/PAPER TECH	37.45		5.50	4.00	0.20	12.00	0.25	12.75			0.25			0.50				2.00
PROJECT AMBROSIA/ASH TRAY ODOR	7.45		2.50	0.00		2.10	0.75	1.00			0.50			0.20				0.40
PROJECT PACT	0.40													0.40			0.00	
LOW TAR/HIGH FLAVOR	10.10		1.50	0.50		0.95	1.00	1.00	0.00		3.25							1.90
FILTER RESEARCH	0.00																	0.00
Domestic	7.30		0.50		0.20	1.10		3.00	0.50		0.30		1.00					0.70
International	1.50							1.50			0.00							
DOMESTIC PRODUCT DEVELOPMENT	67.35		1.00		0.30		5.50	2.00	14.00		5.05	25.30		0.90		1.50	1.00	10.80
INTERNATIONAL PRODUCT SUPPORT	0.00																0.00	0.00
PM USA	22.05		1.50		0.30	0.20		1.75	2.00		3.00	1.00					0.50	11.80
PM PI	41.00						15.00		22.00		2.00	2.00						
PROJECT NATURAL	0.70					-					0.00							0.70
INGREDIENTS	3.10			0.70										2.40				
MENTHOL	5.55					0.90	1.00	0.30	0.50		2.35						0.50	
REDUCED TAR & NICOTINE INTL	1.80							0.50	0.50		0.20							0.60
SELECTIVE FILTRATION	4.75		1.00			1.00		0.75					2.00					
NEW PACKAGING CONCEPTS	0.20							0.20										
PROCESS DEV STUDIES	2.25							1.10								0.00		1.15
COMBUSTION RESEARCH			0.00															
Mass Burn Control	1.10					0.10							1.00					
Pyrolysis Temp Control	2.00		1.00			1.00												
FLAVORS																		
Thermal Flavor Release	3.85		1.00			1.60		0.25			1.00							
Flavor Formation Studies	1.20					0.20					1.00							
Fragrances	0.25					0.20					0.05							
Volatile Flavors	0.85					0.40					0.45							
AEROSOLS																		
Formation Mechanisms	4.55				1.00	1.35		0.20					2.00					
Short Lived Aerosols	1.00												1.00					
SELECTIVE SEPARATIONS																		
Supercritical Technology	4.50		3.00	0.00													1.50	

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Source: https://www.industrydocuments.ucsf.edu/docs/frxl0000